Securing Our Future Together

The Renewal Strategy for Jobs and Growth

EWFOUNDLAND & LABRADOR

Interim Report on the Renewal Strategy for Jobs and Growth

March 2000

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Foreword from the Chair - Cabinet Committee on Jobs and Growth

On September 27, 1999 the Government of Newfoundland and Labrador issued an invitation to all Newfoundlanders and Labradorians to participate in a process for taking the province's economic agenda to its next level.

The Honourable Beaton Tulk
Chair
Cabinet Committee on
Jobs and Growth

An ad-hoc Committee of Cabinet, the Ministerial Committee on Jobs and Growth, was created to lead this process, which I have the pleasure of chairing. My Cabinet colleagues are:

The Honourable Sandra Kelly
The Honourable Julie Bettney
The Honourable Roger Grimes
The Honourable Ernest McLean
The Honourable Paul Dicks

Since this initiative was launched last September, we have held 23 public consultation sessions throughout the province. We also convened a series of 10 round-table sectoral forums to explore with key stakeholders the unique challenges and opportunities in the major sectors of our economy. The response to these consultations was tremendous. We heard from a diverse range of individuals and groups - economic and social development organizations at the community, regional and provincial levels; the business community; youth representatives; organized labour; municipalities; educators; and a host of concerned individuals – to name just a few.

In all, over 300 individuals and organizations made formal presentations or submission to the Cabinet Committee, and a similar number participated in the sectoral forums. The Cabinet Committee was enormously impressed with the thought and care that people and organizations put into the process.

At this time, we are presenting to the people of Newfoundland and Labrador an interim report outlining the major themes and key messages that emerged from the consultations and some initial priorities that government intends to pursue in advancing the economic agenda. A more complete report on the results of the consultations and the direction government intends to adopt in its renewal strategy for jobs and growth will be forthcoming in the months ahead.

It is clear that the people of this province have taken the consultation process seriously and want to make a real contribution in shaping their economic future. Newfoundlanders and Labradorians are a people who care and are a people who want to make a difference. On behalf of the Government of Newfoundland and Labrador, and my colleagues on the Cabinet Committee on Jobs and Growth, I wish to express our gratitude and appreciation to all who participated.

Table of Contents

1.0 Introduction 1

2.0 Consultation Process 3

3.0 What We Heard 5
- 3.1 Capturing Strategic Opportunities 8
- 3.2 Creating the Right Environment 13
- 3.3 Education, Training and Youth 18
- 3.4 Strategic Partnerships 21
- 3.5 Stronger Communities and Stronger Regions 23

4.0 Summary 27

Appendix

List of Presenters 31

General Submissions 36

1.0 INTRODUCTION

"What is needed now is a renewed plan which will build on the successes we have already achieved and take us forward into the 21st century."

-Premier Brian Tobin

Background and Context

As we enter the 21st century, we enjoy the benefit of economic momentum that we have not experienced in some time. This comes on the heels of unprecedented challenges thrust our way over the past decade. The most significant of these, unquestionably, was the collapse of the groundfish industry and the resulting moratorium in 1992. This event alone had a profound economic and social impact on the entire province. It forced us to reconsider our future as never before.

But we are a resilient and a creative people. We confronted the challenges head on with a renewed sense of determination, and we are now harvesting the benefits, both in a diversified fishery and a more diversified economy.

Today, we are leading the country in economic growth, job creation and new investment in our economy. Net outmigration is slowing significantly. Exports are expanding rapidly. Our fiscal house has been put in order. The economy is being successfully transformed and is much more diversified than it was even five years ago.

However, significant challenges remain. We still have an unacceptably high unemployment rate. We need to continue to address the outmigration situation, especially among our youth. We need to ensure that all regions of this province share in the recovery of our economy. We also need to ensure that all our people have an opportunity to participate productively in the economy – that they have meaningful jobs and the ability to provide for themselves and their families.

Renewing the Economic Agenda - Jobs and Growth

It is in this context that the Government of Newfoundland and Labrador embarked on a consultation process in September 1999 to renew the province's economic agenda – more commonly known as the jobs and growth agenda. The goal is to build on our current momentum – and to re-energize our efforts to ensure the momentum is not lost. It is critical that the province keep pace with and adapt to the ever changing global economy. We must look ahead to capture new opportunities that are emerging. We must ensure our long-term strategy remains sound, effective and clearly focused.

Purpose of this Report

This report provides an update on where we are with the overall process of renewing the jobs and growth agenda. It outlines the major themes and key messages we heard through the consultations and focuses on some initial priorities that government intends to pursue.

Considerable work lies ahead in more fully digesting what we heard, assessing it, and synthesizing it into a renewed framework to guide the jobs and growth agenda over the long term.

As an interim report, this document should not be viewed as a detailed inventory of what was heard or how government intends to respond comprehensively to the consultations. It is as its title conveys - an interim report. A full report will be available in the coming months.

2.0 CONSULTATION PROCESS

"...(consultations) such as this...give government the chance to put a finger on the pulse of the province (and) gain new insights and perspectives on where we are and where we want to go from here."
-Ms. Eleanor Mauger, Enviro *West Ltd, Port-aux- Basques

Why Consult

The strength of any plan or strategy that addresses a major area of public policy, such as the economy, is the degree to which it reflects the views of the people of the province and has the support of the public. The jobs and growth renewal process has been built upon such a foundation.

It began with the release of a consultation document on September 27, 1999, followed by a series of public consultations held around the province during the Fall and early Winter of 1999. These open forums were complemented by ten round-table sectoral forums covering the major sectors of the economy. In addition, an open invitation was issued for the submission of written briefs.

Public Consultations and Submissions

Initially, thirteen public consultation sessions were scheduled, beginning October 18, 1999. The intent was to conclude these sessions in the third week in November. However, the response was so great that an additional ten sessions and four locations were added. The final public consultation session was held in Hopedale on February 7, 2000. At the end, twenty-three public sessions were held and over 300 formal presentations and submissions were presented to government.

"... I just want to express full support to government and the committee in giving the people a opportunity to express their feelings on how to move this great province forward. Together we shall overcome. "
- Mr. Ralph Dawe, Private Citizen Conception Bay

Schedule of Consultations

Gander	October 18, 1999
Grand Falls-Windsor	October 19, 1999
Gander	October 21, 1999
Harbour Breton	October 25, 1999
Marystown	October 26, 1999
Corner Brook	October 28, 1999
St. Anthony	November 1, 1999
Port-aux-Basques	November 2, 1999
Whitbourne	November 4, 1999
Happy Valley - Goose Bay	November 8, 1999
Happy Valley - Goose Bay	November 9, 1999
Labrador City	November 9, 1999
New-Wes-Valley	November 15, 1999
Clarenville	November 22, 1999
St. John's	November 23, 1999
St. John's	November 24, 1999
Stephenville	November 27, 1999
St. John's	December 2, 1999
Mount Pearl	December 8, 1999
St. John's	December 9, 1999
St. John's	January 6, 2000
St. John's	January 11, 2000
Hopedale	February 7, 2000

"...government seems interested in understanding the environment that needs to be created and in getting advice on how to create it. We are pleased to see the dialogue started and look forward to it continuing."
- Advanced Technology Forum
St. John's

Sectoral Forums

The sectoral forums began toward the end of November and concluded in the middle of January. They were equally successful in the extensive input they garnered from stakeholders. Participants were brought together to share their views on improving the business climate in each of the major sectors of the economy and to identify ways to enhance growth in their industries. The forums focussed on the following areas: oil and gas; forestry; mining; agrifoods; advanced technology industries; tourism; cultural industries; fisheries; aquaculture; and manufacturing. Almost 400 business, industry, academic, labour and community development representatives participated in the forums.

Who We Heard

Throughout the course of the consultation process, the views of a diverse range of individuals and groups were heard – economic and social development organizations at the community, regional and provincial levels; the business community; youth representatives; organized labour; municipalities; educators; and a host of concerned individuals – to name just a few. A full list of those who made formal presentations and/or submissions is included in an appendix to this report.

3.0 WHAT WE HEARD

Changing Attitudes and Growing Confidence

Throughout the province there is optimism and confidence that the province's economy has turned the corner - that the economy is stronger and more diversified than it was a few short years ago - and that we have bright prospects in our future.

This has led to a major shift in the attitude of the people of our province. A "can do" philosophy and approach permeated every consultation session, even in those communities facing the most difficult of economic circumstances.

"...we in this province have been through a lot lately ... and there have been lots of discouraging times. But we haven't quit. We're still open for business."
- Ms. Linda Brett, Emerald Zone Corporation

People recognize that challenges continue to confront us, but almost every presenter in the consultations put forward constructive views and suggestions on how to overcome them and identified ways of seizing the many opportunities available to us.

People and communities are taking charge of their own futures. They see government as a partner in this challenge, not as the sole architect of our economic future. There is growing confidence in our ability to achieve success.

A Sound Agenda for Jobs and Growth

Our economic recovery is real and our people recognize that it did not just happen by accident. It has been the result of a clear and shared vision. It has been the result of a plan of action for jobs and growth based on consultation with the people of the province. It has also been the result of the leading role volunteers have played in their communities.

Our people have indicated that we are on the right track - that the broad principles that have guided our recovery are fundamentally sound. We also heard that we need to recommit to these principles and find innovative ways to build on them to propel us forward. Our people also recognize that we need to maintain a long term perspective in our jobs and growth agenda - "quick-fixes" simply do not work and are no longer acceptable to our people.

"Newfoundland is moving ahead on new strong legs. We have become a more visionary people. Our planning is more grassroots. Our flexibility and willingness to try new things and explore new industry is at an all-time high."
-Mr. Jason Beck, Youth Representative
Kittiwake Economic Development Corporation

Government therefore recommits to the following principles in its jobs and growth agenda:

Maintaining a strategic focus by targeting industries in which we have, or can develop, a competitive advantage and which offer the opportunity for long-term jobs and growth. We must also be strategic in our actions and investments to support new opportunities.

Helping our people acquire new skills in a changing and increasingly knowledge-based economy.

Diversifying our economy to produce goods and services that are internationally competitive in quality and value.

Supporting the enterprising spirit of the private sector as the engine of economic growth. Government's role is to create an economic and social environment that allows private enterprise to be competitive and stimulate lasting economic growth.

Fostering innovation and technological progression in the economy to enhance productivity and competitiveness.

Building consensus about the need for change and **creating strategic partnerships** among governments, business, labour, academia, and community-based organizations to achieve common goals and to build economic success.

"It is appropriate...to take a holistic approach to economic development...integrating economic with social development. This approach will provide a better environment (for) our economy to flourish."
- Ms. Barbara Brook, Gander Economic Development Task Force

Encouraging entrepreneurship and helping small business grow.

Concentrating on sustainable economic development by managing our natural resources and environmental conservation efforts with a view to achieving long term benefits for everyone.

Revitalizing all regions of the province and our rural communities, to ensure fairness in the distribution of wealth and economic opportunity. The needs and opportunities of Labrador deserve particular attention in this regard.

Maintaining a sound foundation of government supports through an efficient and effective public service, modern infrastructure, and prudent fiscal management.

Integrating social and economic development to coordinate investments and achieve common objectives over the long term.

Obtaining full and fair benefits from our resources. This means taking a long term view of our opportunities and choices. It also means balancing the need to capture maximum benefits with the need to remain competitive and attractive to potential investors.

Providing equality of opportunity for all citizens, recognizing our diversity. The jobs and growth agenda must be an inclusive one to ensure fairness. The challenge of providing opportunity for our youth is particularly important.

Meeting the Challenge

While our progress has been substantial, people told us we can do even better. Challenges clearly remain, especially in rural areas.

"We believe we are embarking upon a new chapter in the history of our province...we believe we are more ready than ever to help set that course for the future, shape our destiny and realize our potential."
- Mr. Gerald Thompson, Exploits Regional Chamber of Commerce

Five major themes emerged from the consultations. These represent the key areas of attention that were suggested by people to advance the jobs and growth agenda. They are:

- capturing strategic growth opportunities;
- creating the right environment for economic development;
- investing in education, training and youth;
- adopting new partnerships for collaboration and cooperation; and
- building stronger communities and stronger regions within the province.

These themes and the strategies to address them will be developed more fully in the coming months. In the interim, government is already acting on some of the ideas brought forward in the consultations. These are noted as priorities for action in the following parts of the report.

3.1 CAPTURING STRATEGIC OPPORTUNITIES

Diverse New Opportunities for Growth

Our people have much creative energy. In the consultations, we heard countless new ideas and innovative approaches to strengthening and diversifying our economy. We heard about specific new business opportunities, we heard about new markets for our products and services, and we heard about the many competitive advantages that we possess. Opportunities highlighted fall broadly into three categories - traditional, maturing and emerging sectors of our economy.

Traditional Sectors Opportunities were highlighted in traditional sectors where new approaches and markets are breathing new life into established sectors such as the fishery, forestry and agriculture industries. People spoke about new opportunities arising from value-added products, the use of modern technology, moving into new or high-end niche markets, and increasing productivity to boost sales and jobs.

"In 1967 Beothic Fish Processors processed just one species of fish - salted cod - and employed a maximum of 50 workers. In 1998, the company processed 21 species of fish.... (and created) the equivalency of 250 full-time jobs."
-Mr. Harry Harding,
Beothic Fish Processors Ltd
Wesleyville

The new fishery is focusing on value-added and quality. Many people spoke with great hope for a future in the professional fishery. They want a modern harvesting and processing industry that provides a career, not a few weeks work. The fishery hit the $1 billion mark in production value last year and can grow even further with the right approach.

"...we have superior advantages for such markets as organic foods in a global market."
- Dr. Hilary Rodrigues,
IAS Committee for Agrifoods

Diversification is paying off for the agriculture sector was well. Consumer tastes are changing all over the world. Growing demand is opening opportunities for high-value crops that can be grown in Newfoundland and Labrador. We are moving from subsistence root crop production to a variety of crops more suited to consumer demand and crops that we can grow better than other regions.

"Our forestry (industry) is undergoing a renaissance... partly because of excellent market prices, but more importantly, it is a result of a new emphasis on maximizing the resource."
- Mr. Dave Tulk,
Kittiwake Economic
Development Corporation

The forest products industry, a key part of the provincial economy for many years, is showing new potential. Here again, the new opportunities are in value-added products. Integrated sawmills are providing an exciting example of value-added production, with full utilization of raw materials. New technologies are greatly increasing lumber yield from timber. Former waste from mills is now being reused in new products or to generate power for sawmills. There is significant untapped potential in Labrador as well.

Maturing Sectors Maturing sectors of our economy such as tourism, manufacturing and the petroleum industry have grown significantly in recent years and are becoming major job and wealth generators in the province.

The growth of the tourism sector in Newfoundland and Labrador has been phenomenal. Bolstered by special celebrations such as *Cabot 500* and *Soiree '99*, the tourism sector is offering higher quality products and accommodations than ever before. Through more aggressive marketing,

we are attracting more and more visitors to our shores each year to share our culture and the incredible beauty of our land. Demand for adventure tourism and eco-tourism products is growing internationally and Newfoundland and Labrador is very well placed to take advantage of the tremendous growth in these areas.

"...with 4 trillion cubic feet of natural gas, and an undiscovered potential of some ten times that amount, we have the resource base for a strong, vibrant and sustainable oil and gas industry in this province."
- Capt. Mark Turner, Newfoundland Ocean Industries Association

The petroleum industry has been active in the province for twenty years. It has generated a multifaceted service and manufacturing sector. Local capacity has grown along with the industry - particularly with Hibernia construction and production. The professional and technical firms that grew along with offshore oil development are now branching out. They are tackling projects outside Newfoundland and Labrador. We are making our mark on the world petroleum stage. Our natural gas resources offer significant new growth potential and diversification opportunities in this industry.

Manufacturing - specifically small scale manufacturing - has taken hold as a real growth sector for the province. Firms in areas such as Bishops Falls, Corner Brook, Centerville and many more are finding success in value-added production. These firms are competing in high-value, niche markets where quality outweighs quantity. And they are competing successfully.

"Small scale manufacturing ... is an area which we expect to see growing in the next few years..."
- Ms. Cindy Colosimo Robbins, Labrador Straits Development Corporation

Emerging Sectors There is even more on the horizon in emerging sectors such as information technology, environmental industries, aquaculture, marine technologies, aerospace, biotechnology, cultural industries, educational and other knowledge-based export services, to mention just a few. These new sectors hold tremendous growth potential for all of Newfoundland and Labrador.

- We are only just beginning to tap the potential from advances in information technology. As an enabling tool, it is allowing firms to establish in far more remote locations than was possible even ten years ago. Firms in rural communities are able to overcome traditional obstacles related to distance by doing more business electronically. The business of creating information technology solutions is also providing incredible growth for Newfoundland firms in their own right. The information technology sector is among the fastest growing new sectors of our economy.

"...we can solve our own environmental problems and export the solutions to other countries."
-Mr. John Drover, Newfoundland Environmental Industries Association

- The environmental services industry is another of the emerging industries that is gaining prominence as we enter the 21st century. Recycling, site reclamation, and waste management are but a few of the opportunities for Newfoundland and Labrador firms in this dynamic sector. We need to view environmental stewardship as an opportunity for development, not as an obstacle.

- Marine technology is another industry that is building on the existing skills and experience of Newfoundlanders and Labradorians to create jobs in the new economy. Highly skilled

technicians, navigators and ships captains are educated at the Fisheries and Marine Institute of Memorial University. These professionals are becoming an increasingly important link into the lucrative marine technologies sector. Those links are beginning to pay off for the province's economy and have significant growth potential, particularly for rural Newfoundland and Labrador.

"Newfoundland and Labrador mariners work nationally and internationally while maintaining their home in this province."
-Mr. John Connors, Fisheries and Marine Institute of Memorial University

- In the fields of nutriceuticals and biotechnology, efforts to support industry development are yielding real dividends. Native berries and herbs are being used in new natural medications - a market that is growing rapidly throughout North America and the world. Several firms are also taking advantage of the incredible advances in biotechnology to drive new commercial ventures.

- Cultural industries are moving into the limelight with a new sense of economic potential and business acumen. Film, music and the performing arts are becoming stable, viable business opportunities that build on the rich wealth of talent and culture across the entire province. It is appropriate that here in Newfoundland and Labrador, in the era of the knowledge economy, it is our cultural identity that is coming to the forefront along with technical knowledge as potential major economic generators.

"(Artists) represent a significant cluster of economic activity in their own right...."
- Ms. Pam Hall, Association of Cultural Industries of Newfoundland and Labrador

- Many Newfoundlanders and Labradorians are selling their technical expertise internationally. The export of knowledge-based services is growing in the province. In educational services in particular we are now in a position to expand the possibilities for markets and products - bringing new money and jobs into our economy through exports.

"...there exists in Corner Brook an educational infrastructure and knowledge base that has the potential of being developed into a major economic generator."
- Mr. David Reid, Humber Economic Development Board

- Aquaculture is changing in Newfoundland and Labrador. The early days of research and development are paying off - we are now focusing on those species where competitive advantages exist. Advances in production efficiency also mean that the industry is becoming a more stable provider of jobs and investment. The focus is on creating a competitive, self-sustaining industry.

The Social Economy

The social economy provides a diverse range of goods and services, and employment opportunities through volunteer networks at the community level that neither the private sector nor government is well positioned to meet.

An example is Evergreen Recycling and Mill Lane Enterprises in St. John's. This enterprise is a non-profit organization, administered by the Waterford Foundation, with a mandate to deliver community-based vocational rehabilitation programs for people with mental illness. This enterprise operates a recycling and woodworking/textile business that

"Our programs are a wonderful marriage of social, economic and community development."
- Ms. Catherine Barrett, Waterford Foundation (Evergreen Recycling and Mill Lane Enterprises) St. John's

employs 120 people who have moderate to severe mental disabilities. This initiative serves a valuable social objective (by providing participants with job skills, an income, and greater self-esteem) but also provides a valuable community service (environmental recycling) and contributes to the economy by providing services and goods that are in high demand.

The social economy meets a combination of economic and social objectives at the community level. In some cases, these initiatives may have the potential to evolve into market-driven enterprises; in other cases, they represent an investment in social infrastructure, community services or community economic development. The involvement of the community-based sector, sometimes referred to as the "third" sector, is essential in a vibrant economy.

Many presentations made in the consultations focused on the contribution and potential that the social economy could play in the province's overall jobs and growth agenda.

Small Business

"... small businesses are the main engine of growth, and SABRI is confident that many opportunities can be pursued with individual entrepreneurs in small enterprises."
- Mr. Dennis Coates, St. Anthony Basin Resources Inc.

It was repeatedly stressed throughout the consultations that a balance needs to be struck between larger scale developments and the need to foster the growth of small enterprises in all areas of the province. More than 95% of all business enterprises in Newfoundland and Labrador employ fewer than 50 people - the upper limit most often used in defining small business - and almost 80% of all businesses in the province employ less than five people. Small businesses create more jobs each year in Canada than any other component of the economy. The small business sector was identified as a major economic opportunity whose potential has yet to be fully tapped in the province, especially in rural areas.

Priorities for Action

Greater emphasis on small business

- Government will give greater priority and emphasis to small business development in its renewed jobs and growth agenda, through new initiatives on the tax, regulatory and direct investment/support fronts, championed by the Department of Development and Rural Renewal.

- Renewed frameworks to guide long term development of traditional, maturing and emerging sectors of the economy are underway. In the interim, government will give the following areas immediate attention in response to strong and clear representation made in the consultations. It should not be interpreted, however, that other areas of opportunity raised in the consultations are not important in government's overall agenda.

A comprehensive natural gas development strategy

- A comprehensive natural gas development strategy will be prepared in consultation with major stakeholders, in recognition of the economic potential of our natural gas resources and the opportunity to significantly diversify the petroleum industry overall.

A stronger focus on quality fish products

- Resources for the quality enhancement program in the Department of Fisheries and Aquaculture will be doubled from $250,000 to $500,000 in 2000-01. This will build on significant progress already being made in this area. Considerable attention was given to this issue in the consultations as a means of gaining maximum economic benefit from the fishery.

- The Department of Forest Resources and Agrifoods will work in cooperation with aboriginal groups and communities in Labrador to develop the wood resources of Labrador. A request for expressions of interest related to the development of a sawmill industry in the Cartwright area was recently issued. Government is also exploring opportunities to develop the industry more fully in the Postville region of Labrador.

- The Department of Tourism, Culture and Recreation will increase the annual grant to the Newfoundland and Labrador Arts Council from $500,000 to $750,000, a 50 percent increase, in order to stimulate early stage creative development that contributes to eventual economic vitality and growth in our evolving cultural industries.

Increased incentives for mineral exploration

- The Department of Mines and Energy will extend the current mineral exploration assistance program from three years to five years, and increase funding from $2 million to $2.25 million in 2000-01. This will provide added incentive for mineral exploration, which is the essential first step in developing new mines in the province.

- Government, in partnership with the Premier's Council on Social Development and other key stakeholders, will explore strategies and means for stimulating the social economy in the province to support and complement private sector employment and wealth creation.

3.2 CREATING THE RIGHT ENVIRONMENT

"Businesses create products and jobs, the workers actually make it happen, and government's role is to provide the environment and infrastructure necessary to encourage and assist both new and expanding businesses."
- Mr. Wallace Roberts, Seacraft Limited, Hermitage

Attracting New Investment and Keeping Business Competitive

Over the last several years, we have seen dramatic changes in our economy. These changes have altered the roles of all stakeholders. Government is no longer seen as having the sole responsibility for economic development. Economic development is now seen as a concerted, collaborative responsibility of all stakeholders, where the private sector is recognized as the engine of the economy.

The primary role of government is to ensure that a conducive overall environment is maintained so that we can take effective and timely advantage of the economic opportunities available to us. Maintaining and enhancing this environment requires that all stakeholders be aggressive in seizing the agenda and be bold enough to adopt new approaches. It also requires us to focus on the many factors that contribute to creating the right environment. The key factors, based on what we heard in the consultations, are summarized below.

"Unnecessary or inflexible regulations impose burdens on new and existing businesses, hinder the development of job creation activities and restrict the province's economic expansion."
- Manufacturers' Forum, St. John's

"Availability of financing is a serious problem for all entrepreneurs during business start-ups, ... financing continues to be a major impediment to business and growth."
- Mr. Peter O'Brien, The Canadian Federation of Independent Business

- Encouraging new business investment and keeping business competitive will require that we pay attention to the structure and administration of our tax regime. This includes our personal income tax regime and our business or corporate tax regime.
- It will require us to look at new ways of enhancing access to investment capital and to re-examine government's role in providing direct financial assistance to business.
- It will require us to maintain sound public finances so that there is a stable overall investment climate in the province.
- It will require us to maintain a responsive and balanced regulatory regime.
- It will require us to invest in modern telecommunications, transportation and municipal infrastructure in all regions of the province to be competitive internationally.
- It will require us to maintain an assertive yet balanced approach to receiving full and fair benefits from our resources.
- It will require us to use technology more effectively.
- It will require us to enhance and coordinate our public and private sector research and development capabilities in the province to support emerging new economic opportunities.
- It will require us to attract new investment into the province in a manner complementary to locally grown industry by marketing our strengths effectively on the national and international stage.

- It will require us to be outward looking, nationally and internationally, in seizing new opportunities.

- It will require us to ensure we have responsive, coordinated, streamlined and accessible government support programs to foster economic growth.

Priorities for Action

- Government will continue to reform and reduce provincial income taxes as our financial position permits. This will build a more competitive overall business environment, help to attract and retain a highly skilled workforce, and stimulate the economy directly through increased consumer spending. This will be accomplished without compromising our ability to provide quality and sustainable health care and other social programs.

Easing the payroll tax for small business

- Effective April 1, 2000, government will increase the tax-free threshold for the payroll tax from $150,000 to $400,000. This will remove approximately 1,300 small businesses from the payroll tax altogether and put more than $6 million yearly back in the hands of entrepreneurs each year for reinvestment in their businesses. It will also lower the tax burden for many other small businesses. This will help existing small businesses expand and create more employment. It will also address one of the major factors cited in the consultations as an impediment to new small business start-ups. Government will continue on the path of easing the payroll tax burden on business as the province's fiscal situation permits.

A new venture capital tax credit program

- Government will introduce a venture capital tax credit program that will provide investors with a tax incentive to invest in local businesses through privately managed venture capital pools within the province. This will provide a new source of patient long term capital for small and medium sized businesses. A tax incentive in the order of 15% would raise $6 million in new venture capital for every $1 million in tax incentives provided directly by government. Details on this new program will be announced in the near future following further consultations with the business community and other key stakeholders.

- Government will maintain its stimulative manufacturing and processing corporate tax regime at its current level of 5%, in recognition of the significant growth potential of the small scale manufacturing sector as identified in the consultations. The Advisory Council on the Economy and Technology had recommended earlier that government consider increasing this tax to the general corporate tax rate of 14% as a possible means of financing tax reform in other areas. However, government's fiscal position is sufficiently flexible at this point to implement a

responsible tax reform program without increasing the manufacturing and processing tax.

- The Cabinet Committee on Jobs and Growth will explore with industry, and other stakeholders, ways in which the tax system could be used more effectively and creatively as a development tool to stimulate new private investment in strategic growth sectors of the economy.

New equity for small businesses

- Government will establish a $2 million seed capital equity program in the Department of Development and Rural Renewal. This program will make seed equity of up to $50,000 available, on a matching basis, to new entrepreneurs or existing small businesses seeking expansion opportunities in emerging areas of the economy offering significant growth potential.

- Government will establish a $500,000 Business and Market Development Program in the Department of Development and Rural Renewal. This program will provide new entrepreneurs or expanding small businesses with access to resources, on a matching basis, to help them acquire the necessary business expertise to pursue new business ideas and markets for their products or services.

Strengthened support for micro-businesses

- In cooperation with the federal government, the highly successful Collective Enterprise Development Program will be expanded. This initiative is delivered by the Newfoundland and Labrador Federation of Cooperatives in partnership with various community based development organizations throughout the province. It provides micro-loans, ranging from $500 to $5,000, as well as peer counseling services to very small businesses and self-employed entrepreneurs, through membership in cooperatives and business credit groups. The micro-loans are provided directly by commercial lenders and are guaranteed by a $1 million fund to which the Federation and the Department of Development and Rural Renewal have each contributed $500,000. Since piloted in 1997, this program has assisted in the start-up or expansion of almost 200 micro-businesses providing employment for more than 250 people.

- An investment of $10 million will be made in partnership with the federal government to provide new risk capital for small to medium sized businesses in communities affected by the collapse of the groundfish industry. This new pool of capital will be managed by the 15 Community Business Development Corporations in collaboration with the regional economic development boards. This reflects the call that was made in the consultations for greater local access to and involvement in small business investment decision-making.

- The Cabinet Committee on Jobs and Growth will examine the merits of extending across the province a small business investor-entrepreneur matching service that is being piloted by the City of Mount Pearl in partnership with Industry Canada.

- The Cabinet Committee on Jobs and Growth will pursue discussions with the commercial banks and other sources of business capital, including federal development agencies and credit unions, to explore means of facilitating a better flow of capital to meet the needs of the small business community in the province.

Maintaining a responsive regulatory environment

- Government will continue its efforts to cut red tape and ensure its regulations do not undermine the development of our economy, especially our small businesses. The Cabinet Committee on Jobs and Growth will engage key stakeholders to isolate major areas that need to be examined to achieve this objective, without sacrificing legitimate public policy imperatives such as the protection of the environment and workplace health and safety. Particular attention will be given to streamlining and coordinating regulatory processes among the federal, provincial and municipal levels of government, and to reducing the general paper burden faced by the business community.

The need for federal action on ...

- marine;

- air; and

- telecommunications

...infrastructure and services

- The critical importance of ensuring the federal government fulfills its responsibility to provide a modern, reliable and competitive marine transportation service across the Gulf to meet the needs of our expanding economy and to help stimulate further growth will remain a priority for the province, both in the short term and the long term.

- Government will take similar action with the federal government to ensure it discharges its national responsibility and duty to maintain effective and responsive air transportation facilities and services throughout the province in keeping with the needs of our economy and the needs of our people. The recent merger of the two private national airlines makes this an imperative.

- Modern, efficient and cost-effective telecommunications infrastructure is essential to a healthy economy and a healthy society in today's global environment. This is particularly important if we are to take advantage of the growing opportunities associated with the information technology sector and e-commerce. Today, crowded telephone lines and inadequate telecommunications equipment in rural and remote areas are seriously limiting our potential for growth. This is an issue requiring further action by the federal government, which has exclusive regulatory responsibility in this area, and by the major telecommunications companies, which have an obligation to provide reliable and quality service. Government has and will continue to work with the industry, the federal government and other key stakeholders to ensure this issue is fully

and adequately resolved. A recent commitment by NewTel Communications to invest $40 million to upgrade its telecommunications network throughout the province is a solid step in the right direction.

- The federal government recently announced a new $2.6 billion national infrastructure program. Government will work in partnership with the federal government to ensure this initiative is directed to those communities and areas of the economy whose potential is limited by inadequate or aging infrastructure.

New investments in our highways and roads

- In addition to partnering in the national infrastructure program, government, through the Department of Works, Services and Transportation, will provide increased resources in 2000-01 to support new capital investments in highway and road infrastructure, bringing its level of investment to an historic high of $132.5 million.

Improved access to government services for business

- The recently established network of "single window" business service centres in each of the 20 economic zones will be strengthened. This will bring federal, provincial and community development organizations together in single locations to provide more accessible and streamlined "one-stop" services to the small business sector. A $500,000 investment from the post-TAGS economic development agreement has been made to support the network.

- Government will establish an Information Technology Task Force to deliver government services through the Internet wherever feasible, including services of direct relevance to the business community. Advances in IT are starting to eliminate the geographic barriers that often made it difficult for people and businesses in rural and remote areas to access government services. This initiative will help overcome these barriers and will complement government's plans to strengthen access to public services in all regions of the province in partnership with the federal government and communities.

3.3 EDUCATION, TRAINING AND YOUTH

"... the value of education for economic success has been clearly demonstrated. The link between higher levels of education and (both) better employment prospects ... and higher income has been demonstrated over and over."
- Mr. Fred Andrews, Newfoundland and Labrador Teachers Association

"... our educational system should be in step with the North American trend towards entrepreneurial careers, and ensure that our high school graduates have those skills."
- Ms. Margaret Ayad, Baccalieu Trail Board of Trade

"... quality education and training will play an essential role in maintaining competitiveness and in securing a vibrant and prosperous future..."
- Ms. Yvonne Rideout, Newfoundland and Labrador Federation of Agriculture

An Investment in People

In virtually all public consultation sessions and all sectoral forums, the critical importance of education and the development of our most important resource – our people but especially our youth – was emphasized as a key ingredient for long term economic success. Presenter after presenter cited the strategic role played by education in the recovery and vitality of the economies of such countries as Ireland, Iceland and the Scandinavian nations. It is clear that there is no greater investment we can make than in the education of our youth - for their own economic futures - but also for the long term economic prosperity of the province as a whole. Four key themes were highlighted in the consultations to that end.

Excellence, Equality of Opportunity and Entrepreneurship in the K-12 System Excellence in the Kindergarten to Grade 12 system was viewed as being extremely important to providing the foundation for our children to succeed in a vibrant, knowledge based economy. The need to develop entrepreneurship skills throughout a child's education, starting at an early age, received particular attention, as did the need to develop strong literacy skills, including computer literacy. Presenters also spoke to the importance of equality of opportunity in the education of our children, whether they live in major urban centres or small rural communities. The work of the Ministerial Panel on Educational Delivery in the Classroom was referenced repeatedly in the consultations as an opportunity to address these challenges.

Access to Post-secondary Education and Training Opportunities Access to relevant and affordable post-secondary education, training and life-long learning opportunities was stressed repeatedly by presenters. Presenters noted that ongoing advances in technology, telecommunications infrastructure, and distance teaching could enhance our capacity to deliver, in a cost effective manner, quality post-secondary education and training services to students in all areas of the province.

Ensuring the Education and Training System Remains Relevant and Adaptable to the Needs of the Economy Many people talked about the strategic importance of education and training for the further development of the economy, but particularly in new emerging sectors of our economy. Presenters emphasized the importance of better matching and coordinating education and training programs with existing and future job opportunities in the province, at both the community and industry levels. Workplace training was also identified as a key contributor to ongoing skills development in a constantly changing global economy, and an important means for firms to improve their competitiveness. The need for creative approaches to equipping and helping youth make a successful transition from school to work was also highlighted.

"...youth are our greatest resource. The word 'resource' often has to do with... natural resources. But in terms of youth, we mean resource as a source of support, guidance or aid. In other words, we can help. Let the youth of this province help forge the tomorrow that we hope to inherit".
-Mr. Jason Beck, Youth Representative, Kittiwake Economic Development Corp.

A Focus on Youth We also heard that a renewed approach to engaging the youth of our province in shaping the future is needed. Youth need to take on an increasingly active role in determining the directions we adopt over the long term. We need to encourage their participation and make them full partners in the renewal process with all other major stakeholders.

Priorities for Action

- Government will consider and act on the Ministerial Panel on Educational Delivery in the Classroom as a priority. To ensure resources are available early in 2000-01 to meet key needs identified during the Panel's consultations, the Department of Education will adopt the following immediate measures:

  - Invest new resources totaling $2.2 million in 2000-01 for curriculum enhancements in the classroom. This will be in addition to the core annual curriculum budget of $4.5 million.

  - Retain and reinvest some $17 million in classroom teaching positions that, under the established teacher-ratio funding formula, would have otherwise been removed from the system in 2000-01 due to overall declining enrollment. This will primarily benefit rural areas in keeping with the need to equalize educational opportunities in the classroom between urban and rural communities.

  - Increase the investment in professional development of teachers by almost $1 million annually, commencing in 2000-01. This will provide teachers at all levels with the required skills and knowledge to deliver relevant and effective curriculum in the classroom in a constantly evolving economic and social environment.

The Ministerial Panel on Educational Delivery in the Classroom

- Government will release a Strategic Literacy Plan in the near future and commence implementation immediately. This plan is being developed in consultation with key stakeholders. Through the Department of Education, government will, as its first action under the plan, establish a $1 million Literacy Endowment Fund, to be matched by the National Literacy Secretariat. The Provincial Literacy Council will be asked to seek an equivalent contribution from the private sector. If successful, this will result in a $3 million new investment for strategic literacy initiatives.

A Strategic Literacy Plan

- Government is committed to making post-secondary education and training more affordable within the context of the province's overall fiscal position and the federal government's role and responsibility to invest in this area as well. This is important from both an economic and a social development perspective. A review of the

A review of the Student Aid Program

Student Aid Program is already underway. As an interim measure, government will provide additional resources to Memorial University and the College of the North Atlantic to permit tuition rates to be frozen at their current levels for two more years. This will keep tuition rates stable over a combined three year period and represents a $36 million investment by the province.

A new Labour Market Development Council

- To ensure our post-secondary education and training system responds effectively to the needs of our people and economy, a new Labour Market Development Council will be established. It will be a partnership between government, industry, labour and post-secondary institutions. A mechanism will also be established to bring other stakeholders into the deliberations of the Council, including the volunteer "community" sector, to ensure equality of opportunity emerges for all citizens. The Council will act as a forum for communication, dialogue, collaboration and coordination, at a strategic level, among key stakeholders. It will also provide advice to government during the formulation of a Labour Market Development Strategy for the province, which is being pursued under the Strategic Social Plan.

Investments in the labour market

- Government, through the Department of Human Resources and Employment, will invest an additional $1 million to expand **Newfound*JOBS*** in 2000-01, bringing the total annual investment in this successful program to $3 million. **Newfound*JOBS*** helps people on income support to enter or re-enter the labour force and find long term jobs. In 1999, approximately 1,000 income support clients received assistance through this program.

- Government, through the Department of Human Resources and Employment, will invest $7.5 million in 2000-01 to assist post-secondary youth gain work experience in the labour market during their educational studies and find their first job upon graduation.

- To assist people living with a disability participate as active and productive members of the labour force, the Department of Human Resources and Employment will invest an additional $500,000 for employment support services for persons with disabilities. This is in addition to the $500,000 annual investment in the Opening Doors Program which gives individuals with a disability the opportunity for employment and work experience in the public service.

3.4 STRATEGIC PARTNERSHIPS

"The first principle of success in economic development is partnership. Partnership is today's way of doing business, because it allows flexibility in our rapidly changing global economy."
- Ms. Barbara Brook, Gander Economic Development Task Force

"Creative, innovative and substantive ways must be found to engage all sectors of the province in collaborative efforts to address key economic and social development issues and to facilitate the management of change in the province."
- Ms. Penelope Rowe, Community Services Council of Newfoundland and Labrador

Collaboration and Cooperation

Throughout the consultations, people told us that collaboration and cooperation must be the hallmark of our approach to development in the 21st century. And not just within an economic context. Presenters stressed the need to develop effective new partnerships between economic and social development stakeholders.

It was noted by many presenters that cooperation and collaboration, where it is occurring in the province, is achieving significant results. Whether faced with exciting opportunities or difficult challenges, people have learned that successful outcomes are more likely to occur for the benefit of all if they work together to realize them. And this experience is not limited to the community development sector. Businesses are increasingly utilizing strategic alliances and other forms of partnerships (private and public) to pursue new opportunities.

The regional economic development boards, and the newly formed regional committees tasked with implementing the Strategic Social Plan, are leading this challenge at the community and regional level. We need to bring together this effort to a higher more strategic level that focusses on the "big picture" provincially. The Irish have cited this approach as one of the major factors in successfully advancing the economic and social interests of its citizens.

The challenge for us as a people will be to forge new partnerships between government, business, labour and "community" so that we are able to reach out and successfully secure the opportunities available to us at all levels. Success will come only when everyone decides to pull together, when we put old ways and approaches aside for the greater good of the province, and adopt, as our own, a new way of working and thinking. We need to seize the agenda together, if we are to secure the future together.

Priorities for Action

Exploring new partnerships - learning from others

- In partnership with business and labour, government will explore new models of strategic cooperation and collaboration to guide our overall economy in the new millennium. This will include a government sponsored visit to Ireland in the coming months, and possibly to other jurisdictions, to see first hand how this challenge has been approached and used successfully in other areas. Government will also engage the voluntary "community" sector in this process to ensure appropriate linkages between social and economic development are fully considered in any new approach.

- In order to ensure the long term future for the forestry industry on the Island, it will be necessary to sustain and stabilize the current wood supply. This can only happen if all stakeholders work

together toward a mutually beneficial solution. Government is committed to addressing this strategically important issue through a collaborative and cooperative approach with all stakeholders.

New cooperation in the fishery

- A collaborative approach to addressing some of our challenges in the fishery was initiated last year through a new trial bargaining process for the setting of fish prices between the industry and the union. Government played a facilitative role. The new process allowed all stakeholders, including rural communities, to gain maximum benefit from the fishery in a truly cooperative and productive manner. In the coming months, government will work with the industry and the union to permanently institute this new approach through the Fishing Industry Collective Bargaining Act.

Stronger partnerships between social and economic stakeholders

- Greater collaboration and cooperation will be needed in other sectors of our economy if our full potential is to be realized. This applies both to cooperation between private sector firms and to cooperation between stakeholders within a particular sector of our economy. Government will give attention to this at the sectoral level as it further develops a framework to guide long term development in strategic growth areas of the economy.

- Government will continue to explore, with the Premier's Council on Social Development, strategies and means to integrate social and economic policy development in the province, building on the directions already charted through the Strategic Social Plan.

3.5 STRONGER COMMUNITIES AND STRONGER REGIONS

"Developing the (strategic economic plan for our community) brought renewed optimism and a positive attitude that we, a small rural community, had the energy, courage and enthusiasm needed to make a difference in our future."
- Mr. George Hatcher, Isle-aux-Morts Economic Development Board

Stronger Communities - A Stronger Province

Economic development happens within communities. This is where businesses operate and people are employed. The communities are not just the beneficiaries of this process - they are an integral part of it. Businesses start with a competitive advantage and an entrepreneur. Businesses grow with a supportive community.

The public consultations also reinforced that effective development cannot occur with either a top-down or a bottom-up approach. Efforts that are centrally-driven or fragmented and uncoordinated do not produced the desired results. Similarly, efforts at the community level that do not link to overall provincial policies and priorities do not work. The consultations made it clear that provincial priorities and community priorities must come together and that the most effective means to accomplish this is to focus on regional development strategies.

Stronger communities and stronger regions will lead to a stronger province. This was the clear message delivered in the consultations. The call, however, was not for government to direct the effort and provide all the resources. Instead, the call was for government to help develop the capacity and capability within communities and within regions so that they can take control of and shape their own futures. This is quite a departure from the thinking and attitude prevalent just a few short years ago.

This approach is consistent with the principles which gave rise to the creation of the 20 Regional Economic Development Boards in the province several years ago. It also goes to the essence of the fundamental strategy adopted in the province's Strategic Social Plan. What is encouraging is that this concept has taken hold so soon and so deeply. This bodes well for the future.

The challenge facing government is to harness that spirit and energy in a productive manner, and to provide the tools for communities and regions to help themselves. The Regional Economic Development Boards will continue to be the core institutional mechanism to achieve this from an economic development perspective.

There is also a growing recognition of the importance of linking economic and social investments to support community and regional development in the province. Through the Strategic Social Plan, government is moving toward the establishment of regional committees in all areas of the province to build the necessary community and regional partnerships to deliver an integrated approach to social and economic development. The regional committees include representation from the Regional Economic Development Boards. This relationship is an important tool to ensuring that economic and social development move hand-in-hand.

Priorities for Action

A sharper focus on the regional economic development agenda

- The Cabinet Committee on Rural Revitalization will meet with each of the 20 regional economic development boards over the coming months to review the status of their strategic economic plans and their regional priorities for action. Government will work with the boards to bring a sharper focus to the regional economic development agenda in keeping with distinctive regional strengths. Stronger linkages with the private sector, as well as with overall provincial industry development strategies, will also be key ingredients to advancing the regional econoimc development agenda.

- Government will continue to focus investments from the $81 million federal-provincial post-TAGS economic development agreement towards priorities identified by the regional economic development boards to help improve the long term economic climate in regions impacted by the downturn in the groundfish industry.

- Government will partner with the regional economic development boards to promote and strengthen, on a regional basis, the environment of confidence and success and "can do" attitude that is emerging in the province.

Linking social and economic investments

- Government will move aggressively to implement its Strategic Social Plan, building on the critically important linkages between economic and social investments at the regional and community levels. Regional steering committees to guide the development of long term regional strategies for social development, linked to regional economic development strategies, are already in place in the central and western areas of the Island. Government will invest $2 million in 2000-01 to support the continued implementation of the Strategic Social Plan.

Investments for stronger communities

- Government, through the Department of Municipal and Provincial Affairs, will continue with its $100 million multi-year municipal capital infrastructure program and its $20 million annual municipal capital improvement program. This will provide new infrastructure investments to help communities participate in a modern economy.

- To strengthen the capacity of local governments to maintain viable communities and capitalize on new growth opportunities, Government, through the Department of Municipal and Provincial Affairs, will provide an additional $5 million in 2000-01 to enhance and extend the municipal debt relief program to benefit communities most in need.

New investments for Labrador infrastructure

- Modern and reliable transportation infrastructure is critical to economic development in every part of the province. The challenge of meeting this need is particularly acute in Labrador. Government remains committed to working with the federal government to complete the Trans Labrador Highway from Red Bay to Cartwright, and from Labrador West to Happy Valley - Goose Bay. Government also remains committed to providing a high quality marine link to remote areas of coastal Labrador. Improvements will also be made this coming year to the Strait of Belle Isle marine link to ensure it effectively serves the needs of the people and economy of southern Labrador.

- The coastal communities in Labrador, but especially along the northern coast of Labrador, require new investments in infrastructure in order to fully develop their economies and provide for core social needs of their people. Government is committing to a three-year $23 million Northern Coastal Labrador Strategic Initiative, commencing in 2000-01.

- In isolated areas of the province such as parts of Labrador, the national postal system serves a critical role in communications and in moving selected goods and services through the economy. Government will work with communities in Labrador to call upon Canada Post to eliminate excessive postal rate increases it recently introduced in northern communities.

4.0 SUMMARY

"What is needed is a vision that is shared and understood by all, the leadership to achieve it and a strategy that is inclusive of our outport communities."
- Dr. Hilary Rodriques, IAS Committee for Agrifoods

Moving Forward

There is renewed confidence in the province's economy. We have made good progress in strengthening and diversifying our economy. We should take pride in our accomplishments.

However, challenges remain, and we still have critical choices to make. The right choices will propel us forward. The wrong choices will stall or reverse the gains we have already made. The people of this province recognize this fundamental point.

The comments heard during the consultation process have been and will continue to be considered as we recommit to and renew our jobs and growth agenda. As we go forward, our strategy must continue to be based on the following principles:

- Government has a major role to play as a **catalyst for growth in strategic areas - yet we cannot be all things to all people**. We must focus on opportunities that hold the most potential for the province. And we must focus on engaging our people and businesses throughout the province.

- **The private sector is the engine of our economy**. But businesses can only drive the economy when government creates an environment conducive to success and growth. Thus we must **focus on creating the right environment**.

- **Education and engagement of our youth are two important keys to our continued growth**. We are committed to providing an effective and responsive education and training system for all our people. We are also committed to fully engaging youth in the process of shaping our future.

- **New ways of advancing the economy through effective partnerships** are essential to maintain our forward momentum and ensure the benefits are shared by all.

- Development happens in communities throughout the province. We must look to ways to **increase the capacity of communities** to encourage growth, both economically and socially.

Government is already moving on some of the ideas brought forward in these consultations, as priorities for action. Others will follow over the coming months.

We must now reach out and seize the opportunities before us. The foundations are in place and we have the benefit of momentum. We need to focus, we need to work together, and we must never stand still.

Appendix

List of Presenters and General Submissions

List of Presenters

Gander - October 18, 1999

- Kittiwake Economic Development Corporation (Mr. Dave Tulk, Chair)
- Central Consulting Services Inc. (Mr. George Whey)
- Landwash Enterprises (Mr. Gary Troake)
- Newfoundland - Labrador Federation of Cooperatives (Mr. Glenn Fitzpatrick)
- The Millenium Institute For Rural Advocacy (Dr. Audrey Manning)
- Jamestown Lumber Co. and Integrated Forest Products Group Inc. (Mr. Robert Dingwall)
- Fogo Island Co-op (Mr. Cecil Godwin, President)
- Gander Worldwide Inc. (Mr. Allan Scott)
- The Casual Male (Mr. Dave Lane, Youth Owner)
- College of the North Atlantic, Gander Campus (Mr. Mac Moss, Associate District Administrator)
- Superior Waterproof Coatings (Mr. Fred Dixon)
- Gander & Area Chamber of Commerce (Mr. Paul Stride)
- Kittiwake Coast Tourism Association (Mr. Kevin Pritchett, President)
- Square Pond Park (Ms. Mary Holloway)

Grand Falls - Windsor - October 19, 2000

- Exploits Valley Economic Development Corporation (Ms. Cynthia MacEachern)
- Emerald Zone Economic Development Corporation (Ms. Linda Brett, Executive Director)
- Town of Grand Falls - Windsor (Mr. Walwyn Blackmore, Mayor and Mr. Rod French, Director of Economic Development)
- Town of Botwood (Ms. Gloria Butt, Mayor)
- Bishop's Falls Development Corporation (Mr. Doug Tucker, Vice-Chair)
- DRL Coachlines (Mr. Jason Roberts)
- Green Bay Mussel Growers (Mr. Job Halfyard)
- Exploits Regional Chamber of Commerce (Mr. Gerald Thompson)
- Environmental Resources Management Assocation (Mr. Fred Parsons, Executive Director)
- Brookdale Country Lodge (Mr. Phil Lingard)
- SSP Central Region Steering Committee (Ms. Heather Hilllier, Executive Director)
- Mr. Mike Bland (Private Individual)
- Mr. Maurice Budgell (Private Individual)
- Dr. Lloyd Ryan (Private Individual)
- Fabric & Fashion Ltd. (Mr. Paul Shea)

Gander - October 21, 1999

- Gander International Airport Authority (Mr. Gary Vey, Executive Director)
- DMG Ltd. (Mr. Terry Parsons, Manager)
- Gander River Management Association (Mr. Carl Tessier)
- Pritchett's Building Supplies (Mr. Kevin Pritchett)
- Newfoundland Bonding and Composites (Mr. Bob Gosse, President)
- Gander Golf Club (Mr. Tom Jones, President)
- Classic Stone (Mr. Gerrry Pritchett, President)
- Gander Flight Training (Mr. Patrick White)
- Town of Gander (Mrs. Bonnie Pritchett, Councillor and Chair, Economic Development Committee)
- Mr. John Lannon & Son (Private Individuals)
- Gander Economic Development Task Force (Ms. Barb Brook, Research Facilitator)
- Thomas Howe Forest (Mr. John Lush, Director)

Harbour Breton - October 25, 1999

- Coast of Bays Economic Development Corporation (Ms. Tracy Perry, Executive Director)
- ConAqua Ltd. (Mr. Bill Carter)
- Town of Harbour Breton (Mr. Churence Rogers, Mayor)
- Seacraft Limited (Mr. Wallace Roberts)
- Town of St. Jacques/Coomb's Cove (Ms. Mildred Tobin, Mayor)
- Coast of Bays Economic Devopment Corporation (Mr. Harold Murphy, Aquaculture Devel. Officer)
- Mr. George Sutton (Private Individual)
- Ms. Charlene Tibbo (Youth Representative)
- Town of Hermitage & Sandyville (Mr. Doug Rose, Mayor)
- Mr. Linus Lawrence (Private Individual)
- Scallop Culture Consultancy Inc. (Dr. Patrick Dabbinett)
- Harbour Breton Golf Association (Mr. Lawrence Mahoney)
- South Coast Development Association (Mr. Verdon Nolan)

Marystown - October 26, 1999

- Southern Newfoundland Seaweed Co. (Ms. Noella King and Ms. Annie Hillier)
- Edwards and Associates Ltd. (Mr. Ian Edwards, President)

- BPK Consultants International (Mr. Ray Kavanagh)
- Town of Marystown (Mr. Dennis Kelly, Town Manager)
- Schooner Regional Development Corporation (Mr. Paul Pike, Chair)
- Jerseyman's Island Cod Farm (Mr. Bernard Norman)
- Grand Bank Development Corporation (Mr. Earle Hann, Economic Development Officer)
- Marystown Burin Area Chamber of Commerce (Mr. Kevin Pickett, Executive Director)
- Grand La Pierre Development Committee (Mr. Paul Bolt, President)
- Marystown Economic Development Committee (Mr. Jim McCarthy, Councillor and Chair)

Corner Brook - October 28, 1999

- Humber Economic Development Board (Mr. David Reid, President)
- Mr. Nelson Bennett (Private Individual)
- Appalachian Trail Foundation of Newfoundland (Dr. Micheal A. Roy, Founding Chair)
- Corner Brook Chamber of Commerce (Mr. Bill Lundrigan)
- Fisheries Association of Newfoundland and Labrador (Mr. Alastair O'Rielly, Exec. Director)
- Newfoundland & Labrador Organization of Women Entrepreneurs (Ms. Renee Pye, Regional Facilitator)
- Newfoundland and Labrador Chamber of Mineral Resources (Mr. Timothy Froude, Exec. Director)
- Corner Brook Economic Development Corporation (Mr. Dave Luther, Mayor and C.B.E.C Chair)
- Theatre Newfoundland and Labrador (Ms. Gaylene Buckle, Administrator)
- Nova Recycling (Mr. Charlie Flight, President)
- Town of Pasadena/Crown of the Valley Development Corporation (Mr. Derrick Simmons and Mr. John Parsons)
- Blomidon Cat Skiing (Mr. Glenn Noel)
- Town of Humber Arm South (Mr. Clarence Galliott, Councillor)
- Western Newfoundland Visitors and Convention Bureau (Ms. Sharon McLennon)

St. Anthony - November 1, 1999

- Nordic Economic Development Corporation (Mr. Robert Genge, Chair)
- Red Ochre Regional Board Inc. (Mr. Sean St. George, Executive Director)
- Straits Development Association (Mr. Murdock Cole, President)
- L'Anse-aux-Meadows & Area Economic Development Committee (Mr. Leonard Kostaszek)
- St. Barbe Development Association (Mr. Ralph Payne, President)
- Town of St. Anthony (Mr. Alonzo Bessey, Councillor)
- Viking Trail Tourism Association (Mr. Damon Clarke)
- St. Anthony Basin Resources Inc. (Mr. Dennis Coates, Executive Director)
- Ms. Cheryl Simms (Private Individual)
- Tuckamore Lodge (Ms. Barbara Genge)
- BEBB Publishing Ltd - The Northern Pen (Mr. Bernard Bromley)
- The Dark Tickle Co. (Mr. Steve Knudsen)
- Nortip Development Corporation (Mr. Richard May)
- Town of Bird Cove (Ms. Augustine Rumbolt, Mayor)

Port aux Basques - November 2, 1999

- South Western Marine and Mountain Zone Corporation (Mr. George Anderson, Chair)
- South West Coast Development Association (Ms. Rita Anderson, Executive Director)
- Isle-aux-Morts Economic Development Board (Mr. George Hatcher, Chair)
- Enviro* West Ltd. (Ms. Eleanor Mauger)
- The Silver Touch Ltd. (Mr. Blaine Organ)
- Grand Codroy RV Camping Park (Ms. Alice Keeping)
- Blue Gold SeaFarms (Mr. Bill Ramsey)
- Town of Channel Port-aux-Basques (Ms. Anethia Sheeves, Mayor)
- Marine Atlantic Restructuring Committee (Mr John Spencer, Chair)
- Mr. Frances Gale (Private Individual)
- The Gateway Tourism Association (Mr. Michael Muir, President)

Whitbourne - November 4, 1999

- Baccalieu Trail Board of Trade (Ms. Karen Davis, Economic Development Officer)
- Pitcher's Pond Golf Course (Ms. Barb Brown)
- Higdon's Seafoods (Mr. Billy Doyle, Mr. Sam Piercy, Mr. Barry Brace, & Ms. Stella Pitcher)
- FINALY (Ms. Michelle Snow, Chair & Ms. Amanda Walsh, Youth Representative)
- IAS Committee on Agrifoods (Dr. Hilary Rodrigues)
- Lower Trinity South Development Association (Ms. Betty Tuck and Ms. Patricia Cumby)

- Newfoundland and Labrador Fur Breeders Association (Mr. Merv Wiseman, President)
- Woodman Sea Products (Mr. Phil Higdon, Ms. Chloe Thorne, & Ms. Mildred Pitcher)
- Mr. Graham Moores (Private Individual)
- Career Plus (Mrs. Leslie Hynes)
- Baccalieu Trail Board of Trade (Ms. Margaret Ayad)
- Kori Farms (Ms. Hilda Whelan)

Happy Valley-Goose Bay - November 8 & 9 1999

- Central Labrador Economic Development Board (Ms. Carol Best, Executive Director)
- Labrador Straits Development Corporation (Ms. Cindy Colosimo Robbins, Executive Director
- Southeastern Aurora Development Corporation (Ms. Patricia Way, Chair)
- Town of Happy Valley - Goose Bay (Mr. John Hickey, Mayor)
- Birches Gallery (Mr. Herb Brown)
- Ad Hoc Committee for Nursing Jobs Retention (Ms. Doreen Hawco-Mahoney, & Dr. Robert Forsey)
- Battle Harbour Development Association (Ms. Margaret Pye)
- Labrador IT Initiative (Ms. Sheila Downer, IT Development Officer)
- Combined Councils Office of Labrador (Mr. Philip Earl)
- Happy Valley-Goose Bay Conference Centre Multi-Use Theatre (Mr. Dennis Peck)
- Happy Valley - Goose Bay Arts Council (Ms. Dorrie Brown)
- Newfoundland and Labrador Organization of Women Entreprenuers (Ms. Sharon Langdon)
- Labrador - Lake Melville Tourism Association (Mr. Max Peddle)
- Labrador North Chamber of Commerce (Mr. Perry Trimper, 1st Vice President)
- Pressure Pipe Steel Fabrication Ltd. (Ms. Hilda Broomfield, President)
- Mr. Dennis Saunders (Youth Director)
- Labrador Winter Trails Inc. (Ms. Michelle Watkins)
- Hickey Construction (Mr. Mike Hickey)
- Canada Post Customer Service Committee (Mr. Hank Shouse)

Labrador City - November 9, 1999

- Industrial Training Development Board - Labrador West (Mr. George Kean, President)
- Hyron Regional Economic Development Corporation (Mr. John Fleet, Manager)
- H. J. O'Connell Ltd. (Mr. Terry Curran)
- Labrador West Chamber of Commerce (Dr. Rehan Malik, President)
- Town of Labrador City (Mr. Darrell J. Brenton, Mayor)
- Town of Wabush, (Mr. Jim Farrell, Mayor)
- Newfoundland and Labrador Organization For Women Entrepreneurs (Ms. Nicky Jackowski)
- Labrador West Employment Corporation (Ms. Lisa Brockerville, Employment Coordinator)
- Combined Councils of Labrador (Mr. Graham Letto, President)
- Keyin College -Labrador West Campus (Ms. Marilyn Snow, Managing Coordinator)
- Labrador West Tourism Development Corporation (Ms. Marion Murphy, President)
- White Wolf Snowmobile Development Corporation (Mr. Paul Kent)
- Mr. Ernest Condon (Private Individual)

New-Wes-Valley - November 15, 1999

- Kittiwake Regional Economic Development Board (Mr. Jason Beck, Youth Representative)
- Kittiwake Regional Economic Development Board (Mr. Dave Tulk, Chair)
- Wesleyville Hatchery (Mr. John Watkins)
- The Cape Freels Heritage Trust Incorporated (Dr. Audrey Manning)
- Gambo Festival Agency (Mr. Jason Kelly, Chair)
- Central Eastern Literacy Outreach Office (Mr. Ed Oldford)
- Beothic Fish Processors Ltd. (Mr. Harry Harding)
- Windmill Bight Golf Course/Resort Steering Committee (Mr. Jim Combdon, Chair)
- Town of New-Wes-Valley (Mr. Kenneth Hoyles, Deputy Mayor)
- The Cape Freels Development Association (Mr. Phyllis Dyke, President)
- Newfoundland and Labrador Medical Association (Dr. Ian Smith)
- Lester Pearson High School (Mr. Don Sturge, Principal)
- Indian Bay Ecosystem Corporation (Mr. Barry Wicks, Manager)
- Carmanville Harbour Authority (Ms. Kim Beaudette)

Clarenville - November 22, 1999

- Discovery Regional Development Board (Mr. Wade Brake, Executive Director)
- Newfoundland and Labrador Federation of Municipalities (Mr. Derm Flynn, President)

- Discovery Trail Tourism Association (Ms. Heather Mills-Snow & Mr. Fred Cooper)
- Random North Development Association Workplace Literacy Project (Ms. Michelle Brown)
- Rising Tide Theatre (Ms. Donna Butt, Executive Director)
- Robertson's Farm (Mr. K. C. Robertson)
- Clarenville Chamber of Commerce (Mr. Mike Edge & Mr. Geoff Bailey)
- Mr. K.R. With (Private Individual)
- Fisheries Association of Newfoundland & Labrador (Mr. Alistair O'Reilly, Executive Director)
- Newfoundland & Labrador Organization of Women Entrepreneurs (Ms. Maria Moran, Reg. Facilitator)
- Newfoundland - Labrador Federation of Co-operative Partnerships (Mr. Jim Winter)
- Women in Resource Development Committee (Ms. Lorraine A. Michael, Exec.. Director & Ms. Michelle Brazil, Community Devel. Coordinator)
- Cabot Caprine Co-op (Mr. Calvin Johnson)
- Discovery SMART Group (Ms. Kathryn Small, Chair)
- Power Slate Ltd. (Mr. Basil Power)
- Ms. Kay Young (Private Individual)
- Mr. Roy Johnson (Private Individual)

St. John's - November 23, 1999

- Captial Coast Development Alliance (Mr. Sean Wiltshire & Mr. Rob Pitt, Co-Chairs)
- St. John's Art Strategy Committee (Ms. Anna Stassis)
- Newfoundland and Labrador Association of Technology Industries (Mr. Emad Rizkalla, Chair)
- Alliance of Manufacturers and Exporters Newfoundland (Mr. Lorne Janes, President)
- Newfoundland Environmental Industry Association (Mr. John Drover, Executive Director)
- Canadian Federation of Independent Business (Mr. Peter O'Brien, Vice-President, Atlantic)
- Newfoundland Restaurant Association (Ms. Brenda Power, Director)
- Atlantic Canada Restaurant Association (Mr. Luke Erjavec, Director)
- Newfoundland and Labrador Federation of Labour (Ms. Elaine Price, President)
- Canadian Sealer's Association and the Seal Industry Development Council (Ms. Tina Fagan)
- Ocean Net (Mr. Robert O'Brien, Founding Chair)

St. John's - November 24, 1999

- St. John's Board of Trade (Mr. Martin Lockyer, President)
- Newfoundland & Labrador Federation of Cooperatives (Mr. Keith Sheppard, President)
- Landscape Newfoundland and Labrador (Mr. Mike Murray, President)
- Festival of Flags (Ms. Elaine C. Murray, Project Coordinator)
- Atlantic Commercial Gateway (Mr. Dave Rudofsky)
- Newfoundland and Labrador Teachers Association (Mr. Fred Andrews, President)
- Community Alliance for Better Solutions (Ms. Moyra Buchan & Ms. Joyce Hancock)
- Women Interested in Successful Employment (Ms. Maureen Bethel)
- George's Bus Service (Mr. George Murphy)

Stephenville - November 27, 1999

- Long Range Regional Economic Development Board (Mr. Pat Power, Executive Director)
- Town of St. Georges (Mr. George Miles, Mayor & Mr. Charles Foote, Deputy Mayor)
- Bay St. George Status of Women (Ms. Sharon Whelan, Executive Director)
- Festival Coast Tourism Association (Ms. Debbie White, Chair)
- Bay St. George South Area Development Association (Mr. Eric Legge, President)
- Port aux Port Development Association (Mr. Wayne Young & Mr. Barry White)
- Burgeo Diversification and Development Corp. (Mr. Greg Hillier, Economic Development Officer)
- Bay St. George Chamber of Commerce (Mr. Fred Pottle, Mr. Perry Tulk & Mr. Leon O'Quinn)
- Town of Stephenville (Mr. Cec Stein, Mayor)
- Newfoundland and Labrador Association for Community Living (Mr. Ray McIsaac)
- Long Range Regional Economic Development Board (Mr. Bob Fisher, Aquaculture/Fisheries Specialist)
- Stephenville Airport Corporation (Mr. Les Campbell & Mr. William McNeil)
- Women in Resource Development Committee (Ms. Lorraine Michael)
- Ms. Crystal Sheehan (Private Individual)

St. John's - December 2, 1999

- Avalon Gateway Regional Economic Development Inc. (Mr. Calvin Manning, Executive Director)
- The Newfoundland and Labrador Film Development Corporation (Mr. Norm Whelan, Chair)
- The Film Producers Association of Newfoundland (Mr. Ken Pittman)
- The Newfoundland Independent Filmmakers Co-op (Ms. Lisa Porter)
- The Alliance of Canadian Cinema, Television and Radio Artists (Mr. Mac Furlong)

- The Film Crew Association of Newfoundland (Ms. Anita McGrath)
- Fisheries and Marine Institute of Newfoundland (Mr. John Conners, Director of Marketing and Business Development)
- Newfoundland and Labrador School Board's Association (Dr. Myrle Vokey, Executive Director)
- Newfoundland and Labrador Chamber of Mineral Resources (Mr. Tim Froude)
- Operation ONLINE (Mr. Jack Botsford, President)
- Mr. J. Leonard Barron (Private Individual)
- Newfoundland Ocean Industries Association (Captain Mark Turner, President)
- Association of Cultural Industries of Newfoundland and Labrador (Ms. Pam Hall, President)
- Newfoundland and Labrador Organization of Women Entrepreneurs (Ms. Mona Wall, Executive Director & Ms. Susan Blagdon, Chair)

Mount Pearl - December 8, 1999

- City of Mount Pearl (Mr. Dave Denine, Mayor)
- Memorial University of Newfoundland (Dr. Axel Meisen, President)
- Craft Council of Newfoundland & Labrador (Ms. Anne Manuel, Executive Director)
- Mount Pearl Canada Community Investment Plan Inc. (Ms. Ramona McCarthy, Chair)
- Newfoundland and Labrador Federation of Agriculture (Ms. Yvonne Rideout, Exec. Director)
- Canadian Executive Services Organization (Mr. Winston Fiander)
- Shells & Fins Ltd (Mr. Rick Pippy)
- Mount Pearl Chamber of Commerce (Mr. William Kennedy, President)
- Big Brothers/Big Sisters Association, St. John's, Mount Pearl & District (Mr. Steve Kent, Executive Director)

St. John's - December 9, 1999

- City of St. John's (Mr. Andy Wells, Mayor)
- Town of Conception Bay South (Mr. Ron Smith, Mayor)
- Newfoundland and Labrador Food Processing Industry IAS Committee (Dr. Hilary Rodrigues & Mr. Terry Pike)
- Bishop's College Enterprise Education Class (Ms. Karen Follett, Ms. Cindy Whitten, Ms. Lisa Loveless, Ms. Jenna Fitzpatrick, Ms. Jillian Stoyles, Ms. Charlotte Morgan, Ms. Andrea Mahoney & Mr. Brian Vardy, Teacher Sponsor)
- Mr. Eugene Conway (Private Individual)
- Dorset Museum (Mr. Neil Lewis)
- Mr. Ed Woodrow (Private Individual)
- College of the North Atlantic (Mr. Vince Withers, Chair & Ms. Pam Walsh, President)
- Newfoundland and Labrador Arts Council (Mr. Randy Follett, Ms. Debbie McGee & Mr. Peter Soucy)
- Junior Achievement Newfoundland and Labrador (Mr. Rick Penny, Chair)

St. John's - January 6, 2000

- Mr. Graham Moores (Private Individual)
- Community Services Council (Ms. Penelope Rowe, Executive Director)
- P.J. Gardiner Institute for Small Business Studies (Dr. Dale Foster, Faculty of Business Admin. MUN)
- Newfoundland Gays and Lesbians for Equality (Mr. Ron Knowling)
- Newfoundland and Labrador Livestock Council (Mr. Myles Whitaker, Manger)
- The LETS Barter Network (Ms. Lori Heath)
- Ireland Business Partnerships (Mr. Vince Withers, Chair)
- Mr. Michael Kidney (Youth Representative)

St. John's - January 11, 2000

- Newfoundland Science Centre (Ms. Patricia O'Neil, Executive Director)
- Newfoundland and Labrador Explorationists (Mr. Charlie Dearin, President)
- Irish Loop Regional Economic Development Board (Mr. Harold Mullowney, President)
- Certified General Accountants Association of Newfoundland (Mr. Gordon Cook, Governor)
- Newfoundland and Labrador Building & Construction Trades Council (Mr. W.A. (Bill) Parsons, Executive Director)
- School of Continuing Education, MUN (Ms. Anne Marie Vaughan, Associate Director, Research, Development & Marketing,)
- Newfoundland and Labrador Federation of Students, MUN (Mr. Raj Sharan)
- Waterford Foundation (Ms. Catherine Barrett, Executive Director & Ms. Juanita Patey)

Hopedale - February 7, 2000

- Rigolet Development Committee (Mr. Dan Michelin)
- Makkovik Development Committee (Mr. John Andersen)
- Adlavik Inn (Mr. Randy Edmunds)
- Post Mill Lumber Company (Mr. Max Kinden)
- Mr. Norman Bloomfield (Private Individual)
- Town of Hopedale (Mr. Dean Coombs, Deputy Mayor)

General Submissions

- The Premier's Council on Social Development
- Arnold's Cove Area Chamber of Commerce (Mr. Fredrick J. Framp, President)
- Mr. Ralph Dawe (Private Individual)
- Town of Change Islands (Ms. Doreen Hart, Mayor)
- Mr. Gerard Antle (Private Individual)
- Town of St. Lawrence (Mr. Wayde Rowsell, Mayor)
- Mr. Peter Fenwick (Private Individual)
- Mr. Benedict F. Alexander (Private Individual)
- Mr. Dave Jones (Private Individual)
- Grand River Farms (Mr. Frank Pye)
- Conception Bay North Joint Councils Association (Mr. Ralph Dawe, Chair)
- Newfoundland and Labrador Apparel Industry IAS Committeee (Mr. Alastair Allen, Chair)
- Literacy Development Council of Newfoundland & Labrador
- Recycling Depot Operators' Association (Mr. Len Pitcher, President)
- Newfoundland T'Railway Council (Mr. Eric Legge, President)
- Bio-East: The Biotechnology Working Group for Newfoundland and Labrador (Mr. Dave King, Chair)
- Canadian Evaluation Society, Newfoundland Chapter (Ms. Michelle Sullivan, President)
- Protected Areas Association of Newfoundland and Labrador (Ms. Laura Jackson)
- White Bay South IAS Committee (Mr. Robert Hutchings, Chair)
- Ecological Resources and Associates Inc. (Mr. John Melindy)
- Open Learning and Information Network (Ms. Erin Keough, Executive Director)
- Town of St. Albans (Mr. Jerome Power, Mayor)
- Marine Institute (Mr. L .G. O'Reilly, Executive Director)
- J. T. Swyers Company Ltd. (Mr. Jim Sawyers)
- Coast of Bays, Exploits Valley and Emerald Zones (Mr. Stan Singh, IT Coordinator)
- Labrador Winter Trail Inc. (Ms. Michelle Watkins)
- Anonymous Submission